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Advertising Age®

Crain's International Newspaper of Marketing. In Two Sections. Section 1.

BK enters Ayer era

'Have it your way' concept returns at troubled chain

By PATRICIA WINTERS

Burger King Corp.'s decision to move its $200 million advertising account to N W Ayer ushers in a new era of maturity for the beleaguered fast-food chain.

With New York-based Ayer as its new partner, the 5,179-unit chain will return to its roots with a theme that incorporates what it has defined as its key differences from archrival McDonald's Corp.: broiling, quality food and the "have it your way" concept.

See related editorial, Page 16.

Ayer's interpretation of those elements and its focus on "human contact"—the agency's motto—are what won it the prize account against competitors D'Arcy Masius Benton & Bowles and J. Walter Thompson USA, the 11-year incumbent.

Declining Burger King sales are what sources close to the review say lost the account for JWT, despite an impressive presentation by the agency.

Ayer's job now is to provide a clear direction to help reverse those slipping sales, which have hurt the income picture for parent Pillsbury Co. In fiscal 1987, ended May 31, Minneapolis-based Pillsbury disrupted a 15-year earnings streak with a net income decline of 13% to $208 million. Operating profits for its Restaurant Group (including BK, Steak & Ale, Bennigan's and Godfather's) fell 28% to $219 million.

"The restaurant side of Pillsbury had a giant profit decline while the food side is strong," said John McMillin, food analyst with Prudential-Bache Securities, New York. "It's like the swan and the ugly duckling."

Pillsbury last week brought back William Spoor, 64, who retired as board chairman two years ago, as chairman of its executive committee. John Stafford, 50, remains company chairman, ceo and president. Pillsbury's stock price rose after Mr. Spoor's return, reflecting the belief he has been asked to address the Restaurant Group's problems. There is speculation he may urge the Pillsbury board to cut its losses by spinning off the entire Restaurant

(Continued on Page 103)

N W Ayer and Burger King toast their new relationship: from l., R.J. Trutz, BK exec VP; Jerry Siano, Ayer vice chairman; Charles Olcott, BK president; Keith Gould, Ayer senior VP; and Dominick Rossi, Ayer exec VP.

Ayer, JWT face challenges

By JON LAFAYETTE

The history-making move of Burger King Corp.'s $200 million account puts the heat on two of the nation's oldest ad agencies.

For now, winner N W Ayer is basking in the glory of winning the largest advertising assignment to change hands. It is a big boost for the New York-based agency, which was last in the spotlight in 1986 when it lost the $100 million U.S. Army recruiting account amid government accusations of bid-rigging, time-card inflation and kickbacks.

But the honeymoon with its newest and biggest client will be brief. The agency quickly must organize to handle a complex assignment and its work must bring results in the competitive fast-food field *(see box on Page 103)*.

At the same time, account loser J. Walter Thompson Co. also finds itself under pressure. The strain of losing a highly visible client comes on top of the executive turmoil that led to the agency's takeover by London-based WPP Group earlier this year. The agency once again must cut costs, which means firing

(Continued on Page 103)

L.A. Shake 'n Break

Quake rattles ad agency offices

By JENNIFER PENDLETON

LOS ANGELES—Chiat/Day's headquarters at the Biltmore Hotel has "cracks all over" after the earthquake that jolted southern California Oct. 1. But like other ad agencies, it suffered little serious damage.

"We didn't have to cancel any meetings," said General Manager Greg Helm. "A couple of bookshelves fell over, and there was lots of plaster on the floor. But it's business as usual."

The agency offices—seven miles from the Montebello epicenter of the quake that measured 6.1 on the Richter scale—were evacuated for about an hour, but by 9 a.m. C/D's staff was back at work. The quake hit at 7:42 a.m., just as rush-hour began.

Staffers at McCann-Erickson Worldwide's office also had to leave their building. Exec VP-General Manager Richard Edler bought breakfast for his staff at a nearby eatery, and all were back at work by 10 a.m.

> *"It's all made us skittish and crazy."*
> **—John Littlewood**
> **Ayer/Pacific**

There was no damage other than a few overturned filing cabinets.

Chuck Reynolds, senior VP-general manager of HDM, was leaving his house when it happened.

"I was walking out the door, and the door decided to move," recalled Mr. Reynolds, who stayed at home to "watch the pool whitecap."

Tony Raymond, VP-account supervisor at DJMC, also was at home when the quake struck. When he headed for the office, the drive was harrowing in the final stretch, he said. "It took 45 minutes to go two blocks."

Dan Pearlman, president-ceo of Pearlman/Wohl/Olshever/Marchese, made it to his agency's Century City office in time for a client meeting, but his partners—held up in snarled traffic—didn't.

The quake, lasting 10 to 15 seconds, was substantial enough to cause many people to wonder whether this might be the long-feared "big one"—the great quake seismologists predict likely will

(Continued on Page 104)

Last Minute News

GE/RCA electronics account up for grabs

INDIANAPOLIS—GE/RCA Consumer Electronics is reviewing agencies for its $20 million GE, RCA and Dimensia consumer electronics account. The business had been split between Leo Burnett USA, Chicago, and BBDO Worldwide, New York. Burnett on Oct. 2 resigned the $15 million RCA and Dimensia business, citing the review and new compensation arrangements. BBDO, which handles the $5 million GE consumer electronics account, as well as GE appliances, will be in the review. The company plans to select three other agencies this week to pitch the business.

Suave goes to Bayer Bess

CHICAGO—Helene Curtis Industries selected Bayer Bess Vanderwarker & Flynn for its $10 million Suave haircare, antiperspirant and skincare account. Backer Spielvogel Bates previously handled.

Disney considers media move

BURBANK, CALIF.—Walt Disney Co. may move its estimated $60 million account to a media-buying service to reduce its commission fee, sources say. Disney officials met with Y&R Entertainment, its current

(Continued on Page 8)

PeopleWorks on Page 82

Highlights

The race is on 12
Nissan Motor Corp. USA is scrambling to complete its 1988 model-year campaign less than two weeks away from its scheduled start. As of last week, the auto importer was waiting to see the first finished TV spots and print ads breaking Oct. 19. The ads—stressing image rather than hard sell—mark the first Nissan effort from Chiat/Day.

Gerber's new addition 52
Food industry analysts are watching closely to see whether Gerber Products Co.'s new chairman, David Johnson, sustains the company's recent drive to expand its general-merchandise lines. The company's Gerber Products Division is gearing up general-merchandise marketing, but Mr. Johnson's extensive background in the food and package-goods industries is fueling speculation that Gerber will return its emphasis to baby-food marketing.

The grapevine grows 56
Those high-stepping California raisins are appearing in a new promotion for Hardee's Food Systems, which ordered 15 million 1-inch replicas of the California Raisin Advisory Board's dancing raisins for a monthlong promotion of its Cinnamon N' Raisin Bisquit. Hardee's also may use the raisins in other ways.

Ad review 88
When John Houseman became front man for Smith Barney Inc., it was the right idea at the right time. Now Leo McKern has taken over, and this is also the right idea at the right time. We're talking about two extremely right advertising ideas rooted in one essential premise: that most of us have an extremely wrong idea about the retail brokerage business. The "profession" has achieved an aura bordering on glamor. That's amusing, because peddling stocks and bonds is about as glamorous and sophisticated as operating a toaster oven.

Saying it in black and white 100
During commercial breaks this fall, you may wonder whether there's something wrong with your color TV: There's been an upsurge recently in commercials shot in grainy black and white. The trend, which started last year when many advertisers went heavily into b&w print campaigns, is the latest attempt by agencies and advertisers to stand out from the crowd.

INTERNATIONAL

Colgate, Henkel in joint venture in France 76
The joint venture of Colgate-Palmolive Co. and Henkel KGaA to manufacture and market Henkel's newly acquired Cotelle household cleaning products line in France will give each of the companies a much-desired entry into that important market.

Revived 'La Prensa' a hit with advertisers 78
Potential advertisers have been rushing to Nicaragua's *La Prensa* since the anti-Sandinista newspaper was given the green light to resume publication, the first major step by the Sandinistas to comply with the Central American Peace Accord.

ISL Marketing wins Soccer Cup rights 78
Lucerne, Switzerland-based ISL Marketing, in a major coup, has won exclusive marketing and sponsorship rights for the 1994 and 1998 Soccer World Cup. But the award has sparked threats of lawsuits by Sport-Billy, Stuttgart, W. Germany, and Telemundi, Monte Carlo, two companies shut out by ISL.

OTHER NEWS

Dow Chemical Co. may use its friendly acquisition of haircare marketer Lamaur as a springboard for more consumer products buyouts in the U.S. and abroad, an industry analyst says. Page 28.

Edward Lowe Industries is beating Clorox Co. to the punch by introducing nationally an upgraded version of its Kitty Litter. Lowe is backing the rollout of Kitty Litter with Healthguard with an $8 million-to-$10 million TV and print campaign. Page 49.

Fisher-Price on Oct. 19 launches a $3 million TV and print campaign to introduce its much-heralded children's video camcorder, expected to be the first in a line of adolescent electronics from the company. Page 90.

For the self-appointed "industry guru" of the wine and spirits trade, the industry is not enough. Marvin Shanken, founder and president of M. Shanken Communications, has redesigned *The Wine Spectator* as a slick consumer magazine to draw more readers and a wider range of advertisers. Page 97.

Woody Harrelson is taking a break from Beantown for Surf City. The dull-witted but lovable bartender on NBC's "Cheers" isn't leaving the show, but he's spending part of his off-camera time as celebrity endorser for beach accessories marketer Son International. Page 100.

SPECIAL REPORT

***Corporate Image Advertising**—Today's corporate image advertising is a far cry from the visionary messages of the past. Mergers, acquisitions and corporate restructuring have colored the corporate image, putting the emphasis on a corporation's bottom line, its business fundamentals and, often, its products. Starts after Page 58.*

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'Memories' will kick off DCI projects

By PATRICK REILLY

NEW YORK—Peter Diamandis' newly minted Diamandis Communications Inc. plans a spring launch of a nostalgia/history magazine called *Memories*.

P. Diamandis

It is one of three new publications planned by Mr. Diamandis, who pulled off the largest magazine purchase in history when he paid $650 million in a leveraged buyout of CBS Magazines.

Mr. Diamandis completed the purchase last week. He had been president of CBS Magazines.

The new company Mr. Diamandis heads as president-ceo also plans to sell as many as six of the 21 consumer magazines he bought from CBS Inc. and, eventually, acquire broadcast properties.

To finance DCI's expansion, which Mr. Diamandis said will include "lots of acquisitions," the company will make a public stock offering in the next one to five years.

Before that, company stock will be sold to a "platform group" of key editors, publishers and department heads, Mr. Diamandis said.

"I believe in a wide distribution of ownership," he said in an interview.

But first on the agenda is the divestiture of several profitable DCI magazines to help defer the cost of the buyout, which sources said amounts to an annual debt payment of $70 million. All of DCI's 21 special-interest consumer magazines are in the black, though "some only marginally so," Mr. Diamandis said.

"We are not being forced to sell, but with $650 million in debt, to divest and restructure is the historical wisdom of LBOs," Mr. Diamandis said. "I am interested in lots of acquisitions, but for now I've got to sell some. But I won't sell a magazine unless I get a home-run deal."

His goal in divestiture is to bring in more than $200 million in revenue by selling no more than six titles. In any case, Mr. Diamandis plans to give up no more than $80 million in annual ad revenue from the magazines he sells.

"I have to consider what DCI will look like after divesting," he said. "I want to have something left to work with."

The list of potential buyers is vast. It includes Cahners Publishing Co., a U.S. subsidiary of U.K. publishing giant Reed International; Playboy Enterprises; a rich sailing enthusiast who said he simply wants to own DCI's *Yachting* monthly; and a long list of leading U.S. and foreign publishers.

Industry observers and several U.S. publishers said that foreign publishers, helped by a favorable exchange rate, will have an advan-

(Continued on Page 104)

Wave of future?

General Mills will test home-delivered meals

By BETH AUSTIN and SCOTT HUME

General Mills is combining its grocery and restaurant expertise in a new venture that could have significant impact on both industries.

Order In, a "dinner delivery service" in Eden Prairie, Minn., near General Mills' Minneapolis headquarters, today begins distributing menus, taking phone orders and delivering microwaveable dinners to homes and offices, said a spokesman for General Mills Restaurant Group, which is overseeing the venture.

The development of home-delivered meals specifically designed to be cooked in microwave ovens sets the Order In concept apart from other restaurant delivery services, such as Domino's Pizza.

If successful, it would put General Mills ahead of crosstown rival Pillsbury Co., which also has been looking at ways to marry its restaurant and grocery-product businesses.

Burger King USA President Charles Olcott told industry analysts earlier this year he planned to take advantage of parent Pillsbury's food expertise, "especially in the areas of pizza and freezing/microwaving technology."

Charles Henderson, VP-marketing at Pillsbury's Godfather's Pizza, confirmed that it "has been looking at the possibilities of [delivering] microwaveable pizza, but we've put it on the back burner."

McDonald's Corp. Senior VP Thomas Glasgow said at the company's annual meeting that it is evaluating such technology in its research facilities. Oak Brook, Ill.-based McDonald's is the world's largest restaurant chain.

The International Foodservice Manufacturers Association predicts total restaurant sales will grow only 3.7% to $132.7 billion in 1988, after rising 4.2% in 1987. Part of the sluggishness in growth is attributed to consumers' increased purchase of frozen microwaveable entrees.

The spokesman for Order In would give few details on the operation and would only describe the menu as mainstream.

Blaine Sweatt, who previously shepherded the development of General Mills' 52-unit chain of Olive Garden Italian restaurants, is believed to be in charge of Order In.

Ad plans could not be determined. Grey Advertising, New York, handles other General Mills Restaurant Group chains, including Red Lobster, York steakhouses and Olive Garden.#

Freakies back in cereal bowl

By BETH AUSTIN

Freakies is back, but only the name is the same.

After a decade off grocery shelves, Ralston Purina Co. has returned to the children's cereal wars one of its first entries in the segment.

Freakies first appeared in 1974 as crunchy corn-based rings represented by seven characters who lived in a tree. It stayed on the market until 1977, when it was withdrawn along with a line extension called Fruity Freakies.

Ralston today breaks TV advertising for new Freakies, a disc-shaped, honey-sweetened, multigrain cereal with added marshmallows in seven different colors.

Commercials portray the marshmallow figures as seven animated characters from the planet Freakon. Wells, Rich, Greene, New York, which helped introduce the product in the early '70s, also handles the reincarnated brand.

A spokesman for St. Louis-based Ralston declined to reveal ad spending plans for new Freakies. But Ralston and competitors have been spending heavily on recent introductions.

General Mills, Minneapolis, this year is spending $22 million for its Ice Cream Cones presweetened cereal (AA, Dec. 1).

"The Freakies are seven fun-loving characters whose sole mission is to bring fun back into breakfast," the Ralston spokesman said.

The seven characters—Tooter, Sweetie, Grumble, Hugger, Hot Dog, Ace and their leader, Boss Moss—"ride through space atop their cereal spaceships, which they ride like surfboards," he added. "They listen to surfing music and speak in Dr. Suess-style rhymes."

The cereal, which began reappearing on grocery shelves in August, is Ralston's latest entry in the "marshmallow-added" group, the fastest-growing subsegment of presweetened cereals, according to the spokesman.

Presweetened cereals account for 40% of the $5 billion ready-to-eat cereal market and are the fastest-growing category.

Ralston has introduced only one other children's cereal this year, Fruit Islands, a multicolored, multigrain natural fruit-flavor cereal with real apple bits.#

Court adds to toy-TV show woes

By SARA E. STERN and STEVEN W. COLFORD

The battle over children's television may be decided in the marketplace rather than at the Federal Communications Commission.

While the FCC is expected to enforce a court ruling that toy marketers put their names on shows based on their products, low ratings already are forcing toy companies out of the entertainment business.

The U.S. Circuit Court of Appeals for the District of Columbia last week overturned a 1984 FCC ruling that allowed toy marketers to produce TV programming based on their toys without on-air acknowledgment of their involvement.

John Kamp, FCC director of public affairs, said the ruling did not mean the court considered such children's shows to be program-length commercials, the common complaint against them.

He said similar disclaimers are attached to game shows and other TV programs where a company has performed a service in exchange for name mention, and said he expects the FCC "will likely require such things on these sorts of [children's] programs."

The FCC had said such acknowledgment was not required as long

(Continued on Page 105)

CORRECTIONS & CLARIFICATIONS

- TV spots for the Tri-State Isuzu Dealers, representing Connecticut, New Jersey and New York, have been picked up by Isuzu dealers in Pennsylvania and Rhode Island, and have been offered to Isuzu dealers nationwide (AA, Sept. 28, P. 30).
- Remarks attributed to Paula Scher in the ADVERTISING AGE Special Report on magazines (AA, Sept. 14, P. S-26) were excerpted from a 1986 speech by former *Time* Art Director Walter Bernard. Also, Murdoch Magazines' *European Travel & Life* was designed by Terry Koppel of New York-based Koppel & Scher.
- ProServ, Washington, represents Chicago Bears wide receiver Willie Gault and Washington Bullets first-round draft choice Tyrone Bogues (AA, Sept. 21, P. 64).
- Kyodo Advertising Corp., Tokyo, has handled advertising in Japan for American Family Life Assurance Co. (AA, Sept. 21, P. 53).
- September ad linage figures were inadvertently listed for *Parade* in the August National Sunday Magazines tabulation (AA, Sept. 21, P. 82). The correct figures are: Current month (August 1987) 47 pages; for August 1986, 49.5 pages; 1987 year-to-date, 375.5, and 1986 YTD, 413.#

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Pet foods collar modest gains

By JOHN C. MAXWELL JR.

The pet-food industry made modest gains in 1986, up 3.6% in dollars, compared with 3% in '85 and 6.7% in '84.

As has been the case for some time, the cat-food segment paced the industry, up 4.8% in dollars; the dog-food segment was up 2.8%.

This trend parallels the explosive growth in the cat population, which hit 56.2 million in 1986, 53% over the 1980 level.

The dog population increased by a little more than 10% during the same period and has stabilized in recent years at 51 million.

Companies that have concentrated on cat food had meaningful share points. Kal Kan Foods, Ralston Purina Co. and H.J. Heinz Co.'s Star-Kist Foods unit are prime examples, with pretty much everybody else losing share. The exception was Quaker Oats Co., which gained mainly because it acquired Gaines Foods in 1986.

The biggest jump is in the treat area, with dog treats up 19.2% and cat treats up 6%.

In terms of unit trends, the canned dog-food market was down 3.5%, with maintenance products down 7.5%. The premium canned-food area was off only slightly.

Dry dog food was down more than 2%, with maintenance down 2.5% and premium down 2%.

One trend is that increasingly products are being sold outside the grocery store. We anticipate at least 25% of dry dog food and 10% of canned dog food are sold through channels such as veterinarians.

Moist dog food was down 9%, with soft dry food down more than 15%.

In the cat-food segment, canned food was up 5%, with the gourmet section comprising about 85% of the total, up about 6%. Dry cat food was up 7% to 8% and moist was down 5%. Cat treats began to grow in 1986, up almost 10%, while the maintenance portion declined 1.3%.

Once again, St. Louis-based Purina led the way in dollar volume increases and also was up 0.6 share points. Chicago-based Quaker, because of the acquisition of Gaines, jumped to the No. 2 position, nosing out Carnation, Los Angeles, which lost 0.1 share points, as did Alpo Pet Foods, Allentown, Pa. Both Kal Kan, Vernon, Calif., and Star-Kist, Long Beach, gained share, 0.9 and 0.5 points respectively.

Purina came out with a new dry dog food called Savor, which looks interesting. Alpo reintroduced its Alamo brand. In addition, Purina brought out Bone Appetit canned dog food and Catviar canned cat food. It also introduced Hardy Chew in the dog-treat area.

Purina had several interesting new products in the cat-food area, with dry Pro Plan, Catviar and Smart Cat.

Most growth activity appears to be in the dog-treat area, with Beef Bites from Alpo, Marrow Bone from Kal Kan and Pup-peroni from Quaker.

The hot area in the cat arena is the emergence of the 3-ounce ultra-gourmet brands. The two products are Carnation's Fancy Feast and Star-Kist's Amore, which together have jumped to more than a $200 million market in a little more than two years.

Purina still ranks as the leading pet food marketer with a 27.3% share, followed by Quaker Oats with 13.1%, Carnation with 12.0%, Kal Kan with 9.3%, Star-Kist with 8.3%, and Alpo with 7.0%. #

Mr. Maxwell is with Furman Selz Mager Dietz & Birney, New York.

Dog food sales

Source: John C. Maxwell Jr. Dollars in millions.

Brand	Manufacturer	1985	1986
Dry dog food			
Dog Chow	Ralston Purina	$256.0	$250.0
Puppy Chow	Ralston Purina	153.0	140.0
Gravy Train	Gaines (Quaker Oats)	129.0	132.0
Alpo Beef Flavored Dinner	Alpo (Grand Met USA)	91.0	102.0
Come 'N Get It	Carnation (Nestle)	84.3	90.1
Hi-Pro Dog Meal	Ralston Purina	88.5	87.5
MealTime	Kal Kan (Mars)	67.2	66.0
Chuck Wagon	Ralston Purina	55.2	57.3
Kibbles & Chunks	Ralston Purina	15.5	55.0
MainStay	Ralston Purina	40.7	46.5
Cycle	Gaines (Quaker Oats)	43.1	35.6
Purina Blends	Ralston Purina	36.4	34.5
Puppy Chow Chewy Morsels	Ralston Purina	23.0	34.0
Lucky Dog	Ralston Purina	6.2	33.0
Fit & Trim	Ralston Purina	27.4	28.5
Praise	Ralston Purina	26.5	16.0
Hunters Choice	Jim Dandy	11.5	12.4
Jim Dandy Chunk & Ration	Jim Dandy	11.3	11.5
Alpo Puppy	Alpo (Grand Met USA)	8.5	10.0
Friskies Dinner & Cubes	Carnation (Nestle)	32.0	10.0
Thrive	Ralston Purina	7.1	10.0
Ken-L Ration Biskit & Meal	Quaker Oats	8.6	8.0
Bow Wow	Piasa	7.3	6.0
Kasco	Piasa	6.0	5.0
Gravy Train Puppy	Gaines (Quaker Oats)	—	5.0
Field & Farm	Ralston Purina	4.1	3.8
Field Master	Ralston Purina	2.5	3.0
Blue Mountain	Associated Prod.	2.0	1.5
Vets Nuggets	C.H.B. Foods	1.7	1.5
Alamo Brand	Alpo (Grand Met USA)	—	1.5
Cadillac	Cadillac	—	1.5
Strongheart	Beatrice	1.6	1.4
Savor	Ralston Purina	—	1.0
Gaines Meal	Gaines (Quaker Oats)	1.4	1.0
Sea Dog	Ralston Purina	7.7	—
Hero	Ralston Purina	6.0	—
All Other		494.2	500.0
Total		$1,757.0	$1,799.2
Moist dog food			
Gaines Burgers	Gaines (Quaker Oats)	$60.3	$60.0
Top Choice	Gaines (Quaker Oats)	40.5	35.0
Ken-L Ration Special Cuts	Quaker Oats	25.2	24.1
Ken-L Ration Cheeseburger	Quaker Oats	19.1	15.0
Moist & Meaty	Ralston Purina	12.5	13.0
Ken-L Burgers	Quaker Oats	10.3	11.0
Smorgasburger	Quaker Oats	8.1	11.0
Ken-L Burger 'n Liver	Quaker Oats	3.0	5.1
Prime/Puppy Choice	Gaines (Quaker Oats)	3.1	2.0
Ken-L Burger with Egg	Quaker Oats	1.5	2.0
Gaines Variety/Complete	Gaines (Quaker Oats)	0.5	0.5
All Others		28.5	31.3
Total		$212.6	$210.0
Dog treats			
Milk Bone, Flavor Snacks	Nabisco Brands	$115.0	$125.0
Jerky Treats	Star-Kist	34.2	35.6
Chew-eez & others	Superior	—	34.0
Meaty Bones	Star-Kist	27.5	27.3
Bonz	Ralston Purina	23.7	20.5
Alpo Jerky	Alpo (Grand Met USA)	10.3	12.5
Snausages	Quaker Oats	13.4	12.0
Alpo Snaps	Alpo (Grand Met USA)	11.8	11.0
Marrow Bone	Kal Kan (Mars)	—	7.4
Beef Bites	Alpo (Grand Met USA)	7.8	7.0
Hearty Chews	Ralston Purina	—	5.0
Tasty Chunks	Gaines (Quaker Oats)	—	5.0
Pup-peroni	Quaker Oats	—	4.0
Recipe	Campbell	1.7	1.8
Say Cheese, People Crackers	Hi-Life	1.7	1.3
All Others		54.9	50.6
Total		$302.0	$360.0
Canned dog food			
Alpo	Alpo (Grand Met USA)	$245.0	$230.0
Kal Kan	Kal Kan (Mars)	140.0	155.0
Mighty Dog	Carnation (Nestle)	106.0	110.4
Cycle	Gaines (Quaker Oats)	67.4	70.1
Ken-L Ration	Quaker Oats	57.9	54.5
Skippy, Premium	C.H.B. Foods	36.4	38.2
Recipe	Campbell	24.8	25.0
Vets	C.H.B. Foods	21.0	21.2

Source: John C. Maxwell Jr. Dollars in millions.

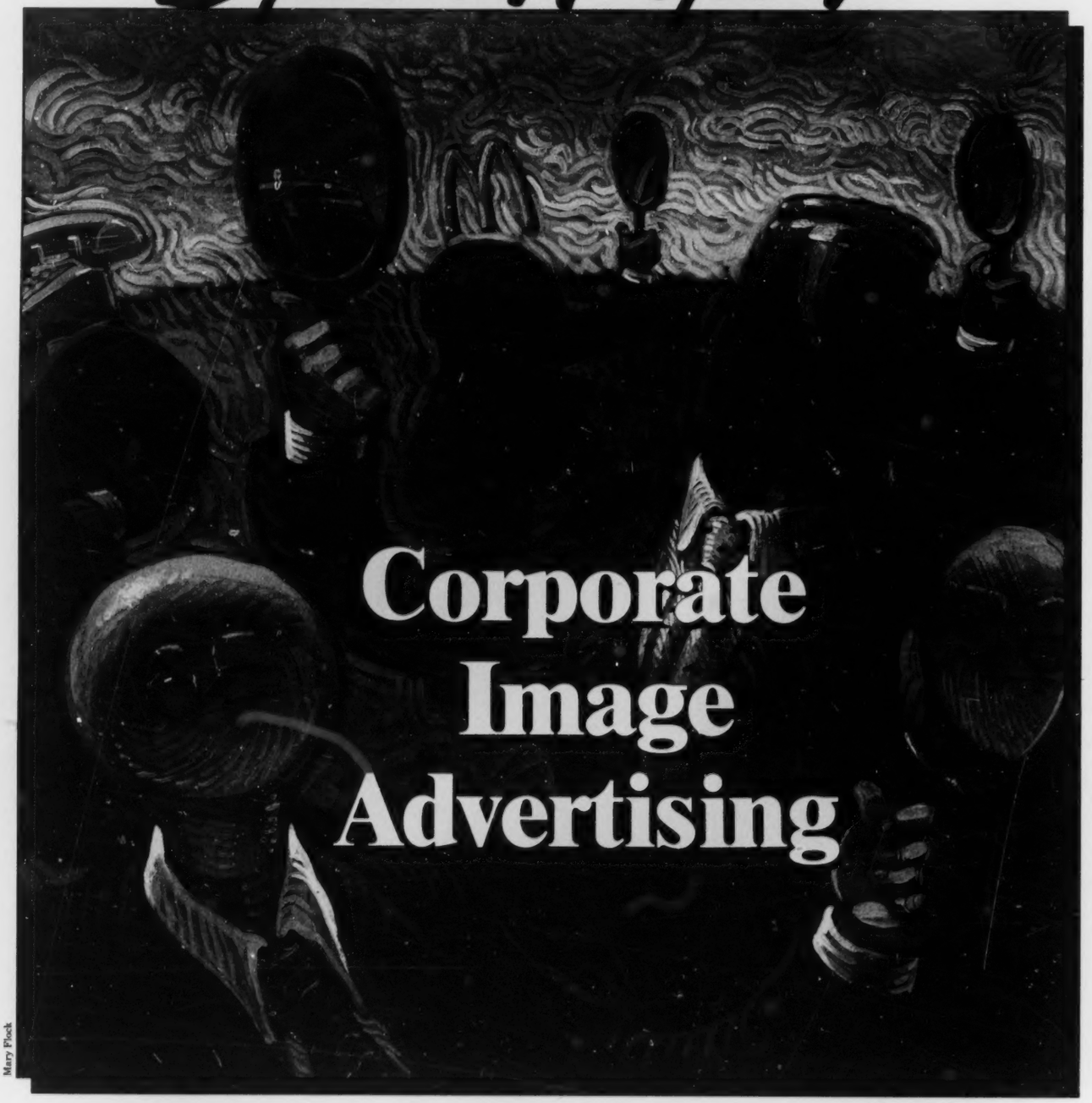
Brand	Manufacturer	1985	1986
Canned dog food			
Cadillac	Cadillac	18.0	18.0
Gravy Train	Gaines (Quaker Oats)	11.5	13.1
Strongheart	Beatrice	11.6	11.0
Skippy	C.H.B. Foods	9.3	8.7
Twin Pet	Allied Foods	7.9	8.4
Alpo Canned Puppy	Alpo (Grand Met USA)	6.2	8.2
Blue Mountain	Alpo	8.3	8.0
Laddie Boy	Laddie Pet Food	5.4	5.4
MPS	Kal Kan (Mars)	6.1	2.0
Henny Pen	Allied Foods	2.1	2.0
Bone Appetit	Ralston Purina	—	1.0
Red Heart	Allied Foods	0.7	0.3
Tender Chunks	Quaker Oats	0.5	0.2
Jobo	Allied Foods	0.4	0.2
Friskies	Carnation (Nestle)	2.0	—
All Others		71.5	72.1
Total		$860.0	$863.0
Soft-dry dog food			
Kibbles 'N Bits 'N Bits 'N Bits	Quaker Oats	$102.0	$110.5
Love Me Tender Chunks	Quaker Oats	64.7	45.2
Puppy Kibbles 'N Bits	Quaker Oats	25.9	30.1
Moist & Chunky	Ralston Purina	26.2	27.0
Dinner Rounds	Campbell	4.7	4.5
Jim Dandy Tender Moist Chunks	Jim Dandy	4.0	3.7
Total		$227.5	$221.0

Cat food sales

Source: John C. Maxwell Jr. Dollars in millions.

Brand	Manufacturer	1985	1986
Canned cat food			
9-Lives	Star-Kist	$266.0	$257.0
Kal Kan	Kal Kan (Mars)	189.0	226.0
Friskies Buffet	Carnation (Nestle)	163.0	181.7
Fancy Feast	Carnation (Nestle)	114.0	127.8
Purina 100	Ralston Purina	73.8	80.5
Amore	Star-Kist	24.0	64.0
Bright Eyes	Carnation (Nestle)	26.4	19.0
Puss 'n Boots	Quaker Oats	16.6	19.0
Tabby	Grand Met USA	4.3	6.1
Unique	Ralston Purina	3.9	4.5
Catviar	Ralston Purina	—	4.0
Friskies	Carnation (Nestle)	2.3	—
All Others		190.7	157.9
Total		$1,074.0	$1,147.5
Dry cat food			
Cat Chow	Ralston Purina	$153.0	$155.0
Friskies	Carnation (Nestle)	87.7	90.1
Meow Mix	Ralston Purina	89.3	83.1
Crave	Kal-Kan (Mars)	51.0	66.5
9-Lives	Star-Kist	56.6	51.0
Special Dinners	Ralston Purina	47.6	45.2
Chef's Blend	Carnation (Nestle)	39.6	43.5
Thrive	Ralston Purina	38.0	38.2
Alley Cat	Ralston Purina	20.2	35.6
Kitten Chow	Ralston Purina	21.3	24.3
Smart Cat	Ralston Purina	—	2.0
Fish Ahoy	Carnation (Nestle)	1.7	—
All Others		104.0	115.5
Total		$710.0	$750.0
Moist cat food			
Tender Vittles	Ralston Purina	$128.0	$125.1
Happy Cat	Ralston Purina	72.7	66.5
9-Lives/Tender Meal	Star-Kist	37.8	33.6
Moist Meals	Quaker Oats	14.4	10.2
Moist & Tender	Ralston Purina	2.6	2.8
All Others		9.5	11.0
Total		$265.0	$249.2
Cat treats			
Pounce	Quaker Oats	$12.0	$13.0
Bonkers	Beatrice	6.3	6.4
Total		$18.3	$19.4

Special Report



Mary Flock

Merger craze colors image

By Lori Kesler

Most corporate advertising these days looks like it's wearing a three-piece suit and carrying a calculator.

The visionary images of yesteryear are fading fast as more companies choose to stake their reputations not on their plans for a better tomorrow, but on their bottom lines today. Corporate ads have turned serious. They get straight to the financial point. Industry observers agree that for now, at least, the frill is gone.

"Today's corporate ads are a far cry from the feel-good messages of the past," says Tom Garbett, a Waterford, Conn.-based corporate ad consultant. He says companies no longer subscribe to the notion that "you should improve your corporate image just because it's good for you." The prevailing opinion today is more pragmatic, almost hard-bitten, he says. "The idea now is, 'Let's get my image right so I can sell product.' "

The Golden Age of "feel-good" corporate advertising peaked nearly 12 years ago when "we weren't under economic attack from foreign competition," says Barry Biederman, chairman and creative director of Biederman & Co., a New York-based ad agency. "A corporation's biggest concern in those days was making people feel happy about the company," he says. "Anybody who tried that approach today would be a laughing stock."

He says society's attitudes have changed since then, too. Now, instead of criticizing big business as they did in the 1970s, "people worry about jobs and major corporations' ability to keep afloat. This dictates a more down-to-earth approach."

Experts agree that the acquisition wave

(Continued on Page S-2)

Lori Kesler, Advertising Age's St. Louis-based correspondent, is a frequent contributor to Special Report.

1986 Corporate advertising expenditures
(in millions)

Medium	Total	%change from1985
Consumer magazines	$343.7	6.3%
Network Tv	246.0	(5.1)
Spot Tv	141.1	35.9
Radio	25.3	87.8
Newspaper supplements	11.9	13.6
Cable Tv	9.8	(13.4)
Outdoor	8.0	80.1
Total	**$785.8**	**8.2%**

Source: BAR/LNA Corporate and Association Report as compiled by Leading National Advertisers. Does not include newspaper, direct mail or spot radio expenditures.

Merger craze colors image

(Continued from Page S-1)

sweeping through corporate America during the past few years has left its mark on corporate advertising. According to Chicago-based merger consultants W.T. Grimm & Co., there were 3,336 corporate acquisitions in 1986, valued at $173 billion.

"Corporations discovered almost nobody's safe from takeover," says Terry Hill, senior VP-executive creative director, Brouillard Communications, a division of J. Walter Thompson Co. in New York. He says the advent of the junk-bond market spurred the urge to merge, and the current administration's hands-off policy also helped pave the way for big-company buyouts.

"In the last 10 years, one out of six *Fortune* 500 companies disappeared as independent entities," he says. "If you're a ceo —and that's who we deal with in corporate advertising— you're constantly looking over your shoulder. It's a tremendous distraction."

Typically, the ceo tries to block takeover attempts by keeping stock prices up. That, in turn, affects the way he thinks about corporate advertising. For example, a diversified company may try to raise its stock value by having corporate ads spotlight growth categories, such as electronics, rather than holdings in stagnant industries such as steel.

And a company that doesn't deal in consumer products may feel, for the first time in its history, a mysterious need to introduce itself to the world. In fact, Mr. Garbett says many corporate officials "suddenly get religion" after a close call with a corporate raider. "They decide it's time for the company to become better known and understood for its true value," he says.

Meanwhile, the popularity of corporate advocacy ads and soft-edged image ads has diminished as companies have become more concerned about appearing fiscally fit, says Michael Winkleman, editor of *Public Relations Journal*, New York.

In the current takeover environment, he says, "it behooves a company to be seen as lean and mean." A year ago, the *Public Relations Journal* noted a trend toward using cartoons in corporate advertising. Mr. Winkleman says although the advertisers who used them —Goodyear Tire & Rubber Co., Trinova Corp., Grow Group— were pleased with results, the campaigns have spawned few imitators. The cartoon ads apparent' "were seen as too much fun—not serious enough. It was a very short-lived trend," he says.

Wall Street's highly charged acquisition atmosphere has affected corporate advertising in other ways, too. Mr. Hill detects an emerging pattern of corporate ad campaigns that simply "tell the world what you do." He says the ITT campaign —which explains the company's diversification with the slogan "It is ITT"—exemplifies such a strategy.

This kind of ad style stems from a "need to tell financial analysts you know what you're doing," he says. "It's strategically sound, but amazingly flat-footed and plodding."

Experts note the current economic times also are spawning corporate ads with a stronger marketing orientation. "Today's ceo is a very anxious person," says Mr. Garbett. "He wants to look like he's cut all the fat out of his company, and the corporate campaign is supposed to look like it has no fat, either."

As a result, many corporate ad campaigns are turning into hybrids that showcase the company as a provider of quality products and services as well as a place with a bright financial future.

Mr. Biederman says corporate advertising is being used more often as a vehicle to move goods, a trend he believes stems inevitably from pressures to cut costs. "Corporate advertising traditionally hasn't paid its own way," he says. "So now the people involved are trying to kill two birds with one stone. They rationalize that if they're actually selling something, then corporate advertising can be called a justifiable expenditure."

Mr. Garbett recently examined corporate ads from 100 leading companies and found 84 strongly sales-oriented. "They're using the image of the company to make the sale," he says. "That doesn't mean they aren't also trying to make themselves better known to investors. Lots of companies will spend one-half to $1 million annually for that purpose. Bu the really big corporate spenders—such as AT&T, General Motors and Ford—also are going for product sales."

Most financial experts routinely deny being influenced by corporate ads, and one insider says there is no evidence to prove advertising has any direct effect on a stock's price-earnings ratio. But Mr. Hill says in a study conducted by his agency that financial analysts and portfolio managers did admit to being influenced by a company's reputation. "Advertising," he says, "is one way a company builds a reputation."

Meanwhile, the most obvious trend to roll out of the current merger craze is an unprecedented flood of name-change ad campaigns. The first six months of 1987 saw a record 919 corporate name changes, up 59% from the same period a year ago, according to identity consultants Anspach Grossman Portugal, New York.

A few of the recently renamed corporations include Navistar International Corp. (alias International Harvester Co.); Primerica Corp. (from American Can Co.); Trinova Corp. (formerly Libbey-Owens-Ford Co.); Unisys Corp. (created from the merger of

(Continued on Page S-4)

Top 10 corporate ad spenders in 1986

(in millions)

General Motors Corp.	$43.2
Ford Motor Co.	36.6
American Telephone & Telegraph	32.8
International Business Machines Corp.	29.2
Dow Chemical Co.	24.5
GTE Corp.	21.0
Hewlett-Packard Co.	20.7
American Express Co.	16.6
Prudential Insurance Co. of America	14.5
Unisys	14.0
Total	**253.2**

Source: BAR/LNA Corporate and Association Report as compiled by Leading National Advertisers. Includes network, spot, and cable TV, network radio, magazines, newspaper supplements and outdoor. Does not include newspapers, direct mail or spot radio expenditures.

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Primerica hitches its wagon to a star

By Roberta Reynes

Picture John Wayne: the Stetson hat, creased face, white teeth, his fingers resting lightly against the leather holster. Beside the cinematic Old West's most famous face, copy announces: "Sometimes the name you grow up with doesn't fit you anymore."

Your eyes drift across the spread. "That's why American Can has changed its name to Primerica." Small print adds that Mr. Wayne changed his name, too.

Wags may wonder what John Wayne has to do with selling financial services, Primerica Corp.'s main business. But the ad has been a huge success. Primerica cites a Starch INRA Hooper report showing it scored either first or second in reader recognition in the issues of *Barron's*, *Business Week* and *The Wall Street Journal* in which it ran.

Roberta Reynes, a New York-based free-lance writer, specializes in financial reporting.

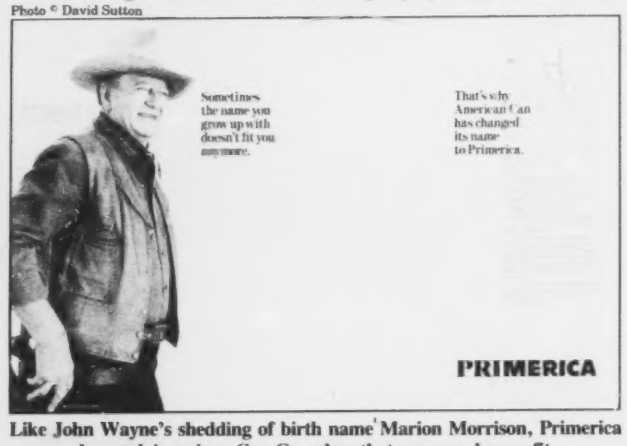
The attention-grabbing ad heralded the company's transformation: It had divested its packaging business, moved into specialty retailing and increased its financial services operations. Quite simply, the old corporate moniker and identity no longer fit.

American Can Co. was founded in 1901 and, a half century later, still made only cans. Slowly, it began adding other forms of packaging, such as plastic containers and paper products.

With hindsight, one can see that a significant moment in the evolution of the Greenwich, Conn.-based company occurred in 1975, when Kenneth Yarnell was hired away from Wall Street's Donaldson, Lufkin & Jenrette to form a mergers and acquisitions team.

Next, Chairman-ceo Bill Woodside concluded the businesses the company was in promised slow growth. Enormous infusions of capital would be required to remain competitive with, say, a Procter & Gamble Co. in paper products. In 1981, Mr. Woodside announced his intention to restructure the company, getting out of chemicals and manufacturing and into the service sector, the fastest growth area of the gross national product.

Photo © David Sutton


Sometimes the name you grow up with doesn't fit you anymore.
That's why American Can has changed its name to Primerica.
PRIMERICA

Like John Wayne's shedding of birth name Marion Morrison, Primerica dropped American Can Co. when that name no longer fit.

Meanwhile, Mr. Yarnell's M&A activities had brought Minnetonka, Minn.-based Fingerhut Corp., a direct marketer, into the fold at American Can. And Gerald Tsai Jr., a legendary Wall Street maven, had written Mr. Woodside suggesting a joint venture linking Associated Madison Cos., the New York insurance company in which he owned a controlling interest, and American Can in a direct-marketing effort. Mr. Woodside sent Mr. Yarnell to New York to call on Mr. Tsai.

As the two talked, the focus of the deal shifted: American Can would purchase Associated Madison, and Mr. Tsai would move to Greenwich, too.

Mr. Tsai's star rose quickly.

(Continued on Page S-8)

Merger craze colors image

(Continued from Page S-2)

Burroughs Corp. and Sperry Corp.); and UNUM Corp. (from Unionmutual Insurance Co.).

When a company takes a new name, it has to start rebuilding its image, so mounting a major corporate campaign to accomplish this becomes almost routine, says Mr. Garbett, adding that "the whole thing's gotten fairly predictable."

Many companies have restructured themselves through acquisition and divestiture and then taken new names to reflect their new identities.

Mr. Garbett says companies also change their names to improve their image. Several communications companies, for example, have dropped the word "telephone" from their names. "They're all trying to make themselves an acceptable resource so the business person thinks he's buying from a modern, 'with-it' telecommunications company, not from a stodgy old phone company," he says.

But experts say the name-change game can get risky when it creates meaningless monikers with no built-in equity. "Many names don't mean anything—and that's intentional," says Mr. Hill.

"Companies have been hurt by having names that did say something: American Can no longer made cans and International Harvester made more than harvesters.

"I can understand what they're doing, but sometimes I think they miss a prime chance to communicate through their names," he says.

Mr. Garbett also sees mixed results in the grab bag of new names. He says "it's almost silly for companies to start all over" when they could better build on the old name.

"So many of the new names are relatively bland and sterile," he says. "And they don't tell what a company does. Of course, the corporations don't want labels because they want to be free to do anything. But somewhere along the line, the companies have focused so much on their internal needs that they've forgotten the consumer," adds Mr. Garbett.

Most insiders are hoping for calmer times ahead. Mr. Biederman says the corporate ad industry has been hurt by the recent period of restructuring because "tough times make tough choices, and when budgets are tight, corporate advertising tends to be in the expendibles column."

Mr. Hill says acquisition fever and the name-change frenzy should subside as rising stock prices, a tougher government stance and a slower junk-bond market take their toll. "Eventually," he says, "we'll go back to business as usual, when ceo's will start managing for the next 10 years instead of the next 90 days."

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Advocacy approach past its prime

By Janice Steinberg

The 1970s were considered boom years for advocacy advertising. Stimulated by a distrustful public that suspected big business of profiting from the oil crisis, and by activists who charged them with despoiling the environment, companies like Mobil Oil Corp., United Technologies Corp. and others found "op-ed ads" and "advertorials" perfect weapons for fighting back and taking stands on controversial issues.

Advocacy advertising is far less prominent in the 1980s. Opinion is divided, however, on whether there is less of it, or it simply is attracting less attention than it did a decade ago.

"There hasn't been a lot of [advocacy advertising] since Ronald Reagan was elected president," says Fred Leslie, corporate advertising sales manager at *The Wall Street Journal*, New York. "One of his early platforms was to get government off the backs of business. So there weren't as many major [business-related] issues being discussed or voted on by Congress," he says.

Janice Steinberg, a San Diego-based free-lancer, writes frequently for Special Report.

He estimates that advocacy ads represented 2% of the *Journal's* annual advertising pre-Reagan. He puts the current figure at less than 0.5%.

"I think a lot of groups that used advocacy advertising prior to the Reagan administration felt they had a warmer friend in Washington," says Barry Biederman, chairman-creative director of Biederman & Co., a New York-based agency. "They've used lobbying activities rather than the advocacy advertising they would have used [before]."

However, Tom Garbett, a corporate ad consultant based in Waterford, Conn., says the level of advocacy advertising hasn't changed—it has always been low.

"Advocacy advertising never happened as big as anybody thought it did," says Mr. Garbett. "There used to be a bit more of the 'Let's get famous by taking public issues and discussing them' [ads than there are today]. But at no time could you count more than a dozen active corporations doing advocacy advertising."

He says the decrease in advocacy ads in publications like *The Wall Street Journal* indicates tighter targeting—toward congressmen, military leaders, etc.—rather than a dramatic drop in advocacy advertising overall.

Eyes on the olive branch, but arrows at the ready.
F-15 Eagle
DOUGLAS
IT'S THE DIFFERENCE BETWEEN HELP COMING AND HELP COMING IN TIME.
MCDONNELL DOUGLAS

McDonnell Douglas' corporate image and advocacy ads represent about 4% of the company's ad budget.

Among the leading corporations in advocacy advertising, the story is mixed as well. Mobil continues to do "op-ed" ads, with roughly the same mix of corporate image and advocacy ads, but has reduced the frequency because of downturns in the oil industry and the rising cost of advertising linage, says a company spokesman.

Stamford, Conn.-based United Technologies, another advocacy pioneer, halted its regular advocacy ad schedule more than a year ago. "It's not that the issues have disappeared," says Christine Rothenberg, assistant director-advertising and marketing support. "It's just that we feel an advocacy ad is more useful if, instead of sticking to a fixed schedule, we speak out on a particular issue when we think it's important."

United Technologies' new policy is to run issue ads on an "as needed basis," says Ms. Rothenberg. The company hasn't run any since November of last year when it addressed the trade imbalance.

Belt-tightening is the reason New York-based W.R. Grace & Co. didn't produce an advocacy TV commercial in 1987 after making an annual, issue-oriented spot in each of the previous six years, says Fred Bona, corporate VP-corporate communications.

"We went through a very significant restructuring and ended up losing $472 million last year. Business reasons caused us to curtail our entire activity in advocacy advertising," he says. "It hurt. We felt that our advocacy advertising had become a standard that other people looked to."

In "Baby," Grace's controversial 1985 spot, two bureaucrats entered a hospital nursery and presented a newborn baby with a $50,000 bill—the amount it owed the government because of the deficit. The theme was reprised in 1986 in "The Deficit

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THE NEW REPUBLIC
POLICYMAKERS
EDITION

Primerica

(Continued from Page S-4)

Financial services became more and more important to American Can, and, along with specialty retailing, accounted for 80% of its $149 million in 1985 profits.

Definitive news followed soon after: On July 17, 1986, American Can Co. announced it would sell its packaging operations, and its name, to Triangle Industries, New York. Mr. Tsai, 58, already had been tapped to take Mr. Woodside's job as chairman-ceo on the latter's retirement in early 1987.

Mr. Tsai, in turn, would name Mr. Yarnell, 44, as president-chief operating officer in July 1987. The first six months of Mr. Tsai's ascendency also would see the acquisition of Smith Barney, a New York investment banking and brokerage company, and Mr. Yarnell's declaration that Primerica is on the lookout for even more financial services companies.

Late last summer, as the corporation faced being both can-less and name-less, a team headed by JoAnn Heffernan Heisen, VP-corporate affairs, began to search for a new identity in earnest.

Mr. Tsai himself played a major role. First, he ordered a computer printout of all possible combinations of four letters. "The resulting 800,000 item list weighed 5 pounds, but produced no name," recalls Ken Koprowski, director-corporate communications.

Soon, Lippincott & Margulies, a 41-year-old New York company specializing in corporate identity work, had plunged into the project. Early meetings between the American Can and Lippincott teams produced guidelines: The consultants would work with coined words derived in part from the word "American." And they would pursue names that suggested at least one of the following attributes: quality, value, performance, strength, vision, responsibility.

By late November, a list of almost 500 names submitted by Lippincott & Margulies had been honed to 13 finalists: Amdex, American Enterprise, Ameriprise, Ameristar, Amshare, Axam, Dynax, Equistar, Primerica, Roex, Sharex, Xaco, Xamex, Xamco, Xamic and Xelex.

Mr. Tsai strongly favored names containing "X" and, in fact, his favorite was "Xelex."

Such active participation by ceos of major corporations is the rule, rather than the exception, according to Clive Chajet, president of Lippincott.

"This process reaches the emotional heart of a company," he observes. "The name is such a significant part of one's identity, and it has such a powerful influence on the company's image. The chairman is always intimately involved."

Mr. Chajet—whose favorite name was Primerica—says the toughest part of the assignment was to "create a new identity that would include some element of the extraordinary heritage the company enjoyed, while at the same time signaling a new and very different message." The challenge was heightened by the fact that very few derivations of the word America were still legally available.

By early 1987, Marquardt & Roche, Stamford, Conn., the corporation's longtime ad agency, was wrestling with creating a name change campaign that was interesting.

"*The Wall Street Journal* showed us a collection of name-change ads," says Jim Marquardt, president. "We were struck by how similar, basic and boring they were. We began searching for a way to arrest people's attention and, therefore, be more successful in registering the name change.

Ten leading consumer magazines in corporate ad pages
(January-June, 1987)

Publication	Pages	% change from Jan.-June 1986	Dollars *(in millions)*
1. Business Week	577.6	26.4%	$26.9
2. Forbes	481.6	4.4	16.8
3. Fortune	413.1	18.8	17.7
4. The Economist	340.3	(0.1)	2.3
5. National Journal	228.3	16.9	1.2
6. Time	168.4	(13.9)	20.6
7. Spectrum	160.6	(36.2)	1.1
8. Newsweek	155.6	(6.8)	13.6
9. Black Enterprise	133.9	3.7	1.5
10. U.S. News & World Report	129.4	12.5	7.6

Source: Publishers Information Bureau

Trials," a futuristic scenario directed by "Blade Runner" director Ridley Scott. In a dimly lit courtroom, Dickensian in its air of privation, a gray-haired man faced an adolescent prosecutor who demanded to know why his generation did nothing to halt the deficit. Both spots were created by Lowe Marschalk, New York.

"The Deficit Trials" received national attention last spring when CBS-TV and NBC-TV refused to run it, and ABC-TV accepted it only from midnight to 12:30 a.m. Grace hired Joseph Califano, former Carter administration secretary of Health, Education and Welfare, to press its case with the networks. In August, CBS agreed to air the commercial if Grace would omit one line that the network felt advocated a proposed balanced budget amendment. By that time, however, Grace had used up the commercial's $1 million media budget on cable and local TV.

At St. Louis-based McDonnell Douglas Corp., corporate image and advocacy ads—both product-specific and advocating a strong national defense—are up, representing about 4% of the company's current ad budget, says John Bickers, the company's ad director.

When the U.S. Air Force selected McDonnell Douglas to build a new carrier and funding dragged, the company responded with advocacy ads created by J. Walter Thompson USA, Chicago. Mr. Bickers says the company tried to make the influential public aware of the carrier's importance in having a meaningful defense system. "We're now about to move into production, he says."

McDonnell Douglas runs its advocacy ads in the Washington newspapers, opinion-leader publications and the U.S. military newspapers. Like W.R. Grace, the company has trouble placing its issue spots on network TV.

Some observers say we may be seeing more advocacy ads on TV since the repeal of the Fairness Doctrine. Network representatives, however, say the Fairness Doctrine has never been the reason they have rejected certain ads, and that whether the repeal sticks or Congress reinstates the doctrine, their policies are unlikely to change.

"We haven't accepted advocacy advertising for the simple reason that we feel it would allow those with the biggest wallets to have the loudest voices," says George Schweitzer, VP-communications, CBS-TV, New York.

Ralph Daniels, VP-broadcast standards, NBC-TV, New York, says, "When we talk about controversial issues and the presentation of views on those issues, we feel they're best covered in news and public affairs programming."

Although some traditional advocacy advertisers are putting less money into issue ads, a number of new players have come on the scene. This May, brokerage house Drexel Burnham Lambert introduced a campaign promoting the value of high yield "junk" bonds to the economy. The $600,000 series of 11 ads ran through early this month in *National Journal*, *The New York Times*, *The Wall Street Journal*, *The Washington Post* and other publications.

Some suggest that associations may be picking up advocacy efforts where corporations have left off. "You're seeing more and more associations that represent companies doing the advocacy advertising for them," says Edward Erhardt, ad director of the Washington-based *National Journal*, which carries only corporate image and issue ads. "There's less of a tendency for companies to go out on a limb about an issue."

Although relatively few corporations are actively involved in advocacy, Mr. Bickers says it can be one of the strongest types of advertising. "I think advertising is at its most effective when you're overcoming misconceptions or minsinformation," he says. "You have to select the right media and get on at the right time to reach the audience, but advocacy advertising is not a shot in the dark." AA

"We thought of other stars besides John Wayne. But he has both stature and a particular connection with America. Cary Grant, or whoever, wouldn't be quite the same. Wayne projects determination, independence and strength."

Blackburn & Associates, a New York graphic-design company, became the third outside tributary to the project, developing graphics standards, such as how to use the corporate endorsement line, the letterhead, etc.

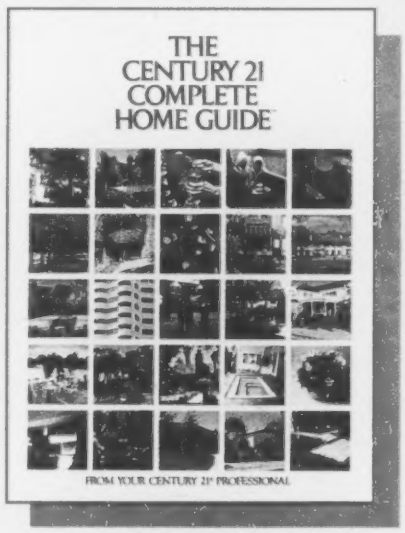
The print campaign, supported by radio spots in five major markets, broke the day after shareholders approved the new name on April 28. The schedule: from two to six insertions, depending on the periodical, in *Barron's*, *Business Week*, *Forbes*, *Fortune*, *Institutional Investor*, *Investor's Daily*, *The New York Times*, *USA Today*, *The Wall Street Journal*, and other publications.

The John Wayne ads were followed by a second print phase that detailed the company's business fundamentals and leadership position. Primerica is considering a third phase.

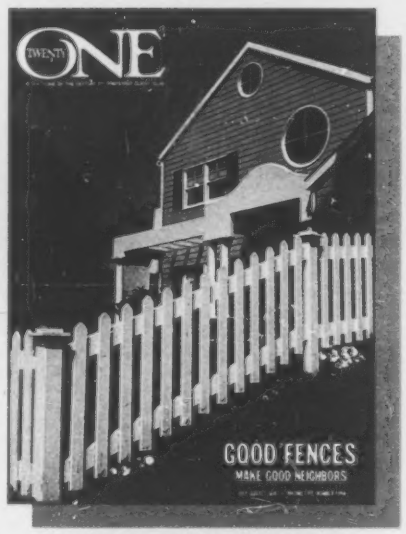
The tab for advertising to date runs about $3 million. Lippincott & Margulies' services cost Primerica $200,000, and Blackburn's, $70,000.

While the financial community is a focal point of communication efforts in a name change, Wall Street doesn't necessarily move on the news. In the case of Primerica, it didn't move at all. The restructuring that triggered the rechristening had been well publicized, and that knowledge already was reflected in the company's stock price.

IT TAKES TWO MAGAZINES TO REACH THE RECENT HOMEBUYER DURING THEIR TWO MOST ACTIVE BUYING WINDOWS.



THE CENTURY 21 COMPLETE HOME GUIDE™ IS DELIVERED PRIOR TO THE MOVE, WHEN 23% OF HOME PRODUCTS ARE PURCHASED.*



TWENTY ONE® MAGAZINE IS DELIVERED SIX TIMES DURING THE FIRST YEAR OF HOME OCCUPANCY WHEN THE VOLUME OF HOME PRODUCTS PURCHASED IS UP TO 20 TIMES THE NATIONAL AVERAGE.**

The CENTURY 21® System is the largest residential real estate sales organization in the United States. In 1986 more than 700,000 families trusted CENTURY 21® Brokers with the largest purchase they will make in a lifetime—a house. Now they need your product to make it a home.

You can reach these new homeowners exclusively through The CENTURY 21® Corporate Sponsorship Program. This Program consists of two publications, The CENTURY 21 Complete Home Guide ™ and TWENTY ONE® Magazine. These publications reach the new homeowner during the two most important *buying windows, (1) prior to the actual move and (2) throughout the first year of home occupancy.*

This year over 700,000 copies of The CENTURY 21 Complete Home Guide ™ will be personally delivered by The CENTURY 21® Broker System prior to the actual move. The CENTURY 21 Complete Home Guide ™ is the only publication designed to reach the recent homeowner prior to the move when over 23% * of home enhancement products are purchased. . . . And this BPA audited home reference guide offers compatible editorial and advertising adjacency inside.

With an average circulation of 250,000 copies per issue, TWENTY ONE® Magazine is a follow up publication delivered after the move 6 times annually. During the first year of home occupancy the incidence of purchase of home products is up to 20 times ** greater than the national average.

Together, The CENTURY 21 Complete Home Guide™ and TWENTY ONE® Magazine deliver the most complete advertising program to reach recent homeowners in America.

FOR A MEDIA KIT PLEASE CALL:

Century 21

LOS ANGELES (213) 829-7863
CHICAGO (312) 280-5142
NEW YORK CITY (212) 921-4822

CORPORATE SPONSORSHIP PROGRAM

® and ™ trademarks of Century 21 Real Estate Corporation

Controlled Publishing & Marketing, Inc.
2811 Wilshire Blvd., Suite 430, Santa Monica, CA 90403

*SMRB, 1985/1986 SURVEY **SOURCE: N.A.R., AUGUST, 1985 SURVEY

Newspaper Advertising SAU Inches in the MRCS

July 1987 vs. July 1986

AKRON, OH

	1987 Full Run	1987 Part Run	1986 Full Run	1986 Part Run
Beacon Journal (E)	88.004	—	90.429	—
Beacon Journal (S)	47.731	—	50.192	—
Grand Total	135.735	—	140.621	—

NOTE: Beacon Journal changed from evening to morning publication effective July 13, 1987

ALLENTOWN, PA

Call (M)	150.387	—	138.524	—
Call (S)	69.126	—	65.433	—
Grand Total	219.513	—	203.957	—

NOTE: Part run figures not available

ASBURY PARK, NJ

Press (E)	195.425	29.317	178.025	16.634
Press (S)	119.218	13.946	107.561	7.192
Grand Total	314.643	43.263	285.586	23.826

ATLANTA, GA

Constitution (M)	160.119	76.329	151.663	60.084
Journal (E)	168.474	76.502	160.159	62.063
Journal & Constitution (S)	105.638	38.211	99.636	43.025
Journal & Constitution (Sat)	47.752	—	41.833	100
Grand Total	481.983	191.042	453.291	165.272

NOTE: Constitution Morning and Journal Evening published five days a week only

BALTIMORE, MD

Sun (M)	141.239	8.460	130.526	4.067
Sun (E)	118.005	8.522	125.170	4.067
Sun (S)	120.203	31.901	115.891	24.120
Grand Total	379.447	48.883	371.587	32.254

BERGEN COUNTY, NJ

Record (E)	148.292	24.101	145.061	22.513
Record (S)	110.344	27.714	102.341	25.089
Grand Total	258.636	51.815	247.402	47.602

BOSTON, MA

Herald (M)	86.077	—	65.863	—
Herald (S)	18.203	32.468	14.111	20.157
Globe (M)	131.853	11.805	124.728	13.840
Globe (S)	158.404	27.661	161.041	16.242
Grand Total	394.537	71.934	365.743	50.239

BUFFALO, NY

News (AD)	98.946	22.235	103.827	17.387
News (S)	54.725	13.611	55.361	10.303
Grand Total	153.671	35.846	159.188	27.690

CAMDEN, NJ

Courier-Post (E)	128.183	24.630	116.418	19.585
Courier-Post (S)	47.979	7.358	47.934	8.714
Grand Total	176.162	31.988	164.352	28.299

CHARLOTTE, NC

Observer (M)	121.344	—	116.801	—
Observer (S)	63.170	—	59.481	—
Grand Total	184.514	—	176.282	—

NOTE: Part run figures not available

CHICAGO, IL

*Tribune (M)	136.298	285.383	136.963	269.818
*Tribune (S)	129.965	107.182	123.273	98.232
Sun-Times (M)	135.226	82.146	127.964	75.020
Sun-Times (S)	41.434	41.212	45.886	18.835
Grand Total	442.923	515.923	434.086	461.905

NOTE: Tribune figures supplied by publisher to Media Records. 1987 figures represent advertising for 6/29/87-8/2/87

CINCINNATI, OH

Enquirer (M)	142.650	11.569	158.878	4.972
Enquirer (S)	102.409	3.816	100.931	10.948
Post (E)	69.539	16.121	72.429	11.021
Grand Total	314.598	31.506	332.238	26.941

CLEVELAND, OH

Plain Dealer (M)	133.781	37.775	133.600	33.947
Plain Dealer (S)	81.300	3.984	81.756	3.148
Grand Total	215.081	41.759	215.356	37.095

DALLAS, TX

News (M)	261.528	7.402	273.391	12.830
News (S)	130.428	2.954	132.714	4.816
Times Herald (AD)	202.760	38.779	208.451	31.054
Times Herald (S)	93.259	8.796	96.924	9.563
Grand Total	687.975	57.931	711.480	58.263

DENVER, CO

Rocky Mt. News (M)	264.819	17.778	259.212	2.597
Rocky Mt. News (S)	58.655	21.330	75.204	578
Post (M)	184.195	30.511	178.661	10.142
Post (S)	74.560	27.874	97.408	1.271
Grand Total	582.229	97.493	664.485	14.588

DETROIT, MI

	1987 Full Run	1987 Part Run	1986 Full Run	1986 Part Run
Free Press (M)	95.744	46.480	94.396	50.095
Free Press (S)	36.408	25.773	45.215	17.389
News (AD)	155.143	39.685	167.972	42.586
News (S)	78.662	15.912	82.303	20.869
Grand Total	365.957	127.850	389.886	130.939

ESCONDIDO, CA

Times-Advocate (E)	107.838	2.364	102.077	1.371
Times-Advocate (S)	39.686	—	37.026	—
Grand Total	147.524	2.364	139.103	1.371

FORT LAUDERDALE, FL

News & Sun-Sentinel (S)	86.395	—	80.849	—
Sun-Sentinel (M)	243.279	—	252.612	—
Grand Total	329.674	—	333.461	—

NOTE: Part run figures not available. Morning figures include the Saturday Edition

FORT WAYNE, IN

Journal Gazette (M)	79.770	—	76.164	—
Journal Gazette (S)	56.373	—	54.772	—
News Sentinel (E)	79.997	—	83.363	—
Grand Total	216.140	—	214.299	—

NOTE: Part run figures not available

GREENWICH/STAMFORD, CT

Time (E)	74.015	6.876	66.605	933
Time (S)	39.500	2.461	41.195	—
Advocate (E)	98.719	12.624	89.560	11.066
Advocate (S)	38.024	3.408	39.965	—
Grand Total	251.258	25.369	237.325	11.999

HARTFORD, CT

Courant (M)	134.911	35.030	134.219	37.747
Courant (S)	64.644	114.774	62.205	97.661
Grand Total	199.555	149.804	196.424	135.408

HONOLULU, HI

Advertiser (M)	126.695	—	120.898	—
Star-Bulletin (E)	119.265	—	118.736	—
Star-Bulletin & Advertiser (S)	75.003	—	66.403	—
Grand Total	320.963	—	306.037	—

HOUSTON, TX

Chronicle (AD)	224.933	34.212	221.015	42.191
Chronicle (S)	101.546	18.882	95.958	13.617
Post (M)	163.874	32.113	157.189	23.167
Post (S)	62.308	15.571	60.938	13.623
Grand Total	552.661	100.778	535.100	92.598

LONG BEACH, CA

Press Telegram (M)	112.337	54.146	118.782	40.159
Press Telegram (S)	49.746	4.248	43.931	2.064
Grand Total	162.083	58.394	162.713	42.223

LONG ISLAND, NY

Newsday (E)	99.451	129.269	122.322	92.677
Newsday (S)	58.597	66.814	67.023	62.591
Grand Total	158.048	196.083	189.345	155.268

LOS ANGELES, CA

Times (M)	288.072	281.127	276.459	264.105
Times (S)	144.475	82.800	136.229	83.278
Herald-Examiner (M)	74.144	4.661	58.933	7.023
Herald-Examiner (S)	14.541	6.890	14.989	7.946
Grand Total	521.232	375.478	486.610	362.352

LOS ANGELES/SAN FERNANDO VALLEY, CA

News (M)	192.962	38.552	195.709	39.961
News (S)	70.666	2.756	71.121	160
Grand Total	263.628	41.308	266.730	40.121

*LOS ANGELES/TORRANCE, CA

Breeze (E & S)	199.552	—	198.540	—
Grand Total	199.552	—	198.540	—

NOTE: Figures supplied by publisher to Media Records

*MEMPHIS, TN

Commercial Appeal (M)	137.928	85.672	122.475	89.031
Commercial Appeal (S)	75.489	5.974	66.488	5.567
Grand Total	213.417	91.646	188.963	94.598

NOTE: Figures supplied by publisher to Media Records

MIAMI, FL

	1987 Full Run	1987 Part Run	1986 Full Run	1986 Part Run
Herald (M)	143.490	—	146.204	—
Herald (S)	67.441	—	67.035	—
News (E)	58.520	—	57.978	—
Grand Total	269.451	—	271.217	—

NOTE: Part run figures not available

MINNEAPOLIS, MN

Star & Tribune (AD)	115.680	29.360	104.991	24.762
Star & Tribune (S)	108.675	5.136	104.763	5.269
Star & Tribune (Sat)	21.146	—	21.763	—
Grand Total	245.401	34.495	231.517	30.031

*NASHVILLE, TN

Banner (E)	102.431	—	107.846	—
Tennessean (M)	102.975	—	107.943	—
Tennessean (S)	135.166	—	67.627	—
Grand Total	340.572	—	283.416	—

NOTE: Figures supplied by publisher to Media Records

NEW BRUNSWICK, NJ

Home News (E)	83.119	1.327	83.460	358
Home News (S)	53.015	11.511	49.033	5.834
Grand Total	136.134	12.838	132.493	6.192

NEW YORK, NY

Times (M)	155.210	21.627	136.171	15.891
Times (S)	137.584	77.423	110.788	59.148
News (M)	64.059	81.903	56.902	82.166
News (S)	35.016	50.469	29.850	47.948
Post (AD)	76.122	1.140	57.241	1.286
Grand Total	467.991	232.562	430.942	206.439

NEWARK, NJ

Star Ledger (M)	219.355	5.484	197.616	4.490
Star Ledger (S)	153.662	21.413	135.785	10.915
Grand Total	373.017	26.897	333.401	15.405

OAKLAND, CA

Tribune (M)	86.775	85.652	82.363	81.812
Tribune (S)	34.963	29.762	33.275	23.531
Grand Total	121.738	115.414	115.638	105.343

OCEANSIDE, CA SAN DIEGO COASTAL NORTH COUNTY

Blade-Tribune (E)	100.070	6.861	107.123	3.444
Blade-Tribune (S)	39.725	1.451	37.874	—
Grand Total	139.795	8.312	144.997	3.444

NOTE: Blade-Tribune Evening published five days a week only

ORANGE COUNTY, CA

Register (AD)	310.274	93.333	310.963	96.125
Register (S)	118.445	466	106.933	5.984
Grand Total	428.719	93.799	417.896	102.109

PHILADELPHIA, PA

Inquirer (M)	138.428	28.041	133.358	33.596
Inquirer (S)	101.905	37.742	96.566	25.308
News (E)	70.995	2.918	68.854	1.531
Grand Total	311.328	68.701	298.778	60.435

*PHOENIX, AZ

Arizona Republic (M)	202.878	10.281	216.886	5.229
Arizona Republic (S)	119.247	—	121.143	—
Gazette (E)	195.858	10.386	209.158	5.395
Grand Total	517.983	20.667	547.187	10.624

NOTE: Figures supplied by publisher to Media Records

*PROVIDENCE, RI

Journal (M)	81.892	78.106	50.552	71.700
Journal (S)	84.454	45.307	78.827	30.077
Grand Total	166.346	123.413	126.379	101.777

NOTE: Figures supplied by publisher to Media Records

*ST. LOUIS, MO

Post Dispatch (M)	106.917	31.835	102.542	32.498
Post Dispatch (S)	98.582	—	92.237	—
Grand Total	205.499	31.835	194.779	32.498

NOTE: Figures supplied by publisher to Media Records

ST. PAUL, MN

Pioneer Press Dispatch (AD)	90.385	—	86.803	—
Pioneer Press Dispatch (S)	82.948	—	75.978	—
Grand Total	173.333	—	162.781	—

NOTE: Part run figures not available

SAN ANTONIO, TX

Express-News (AD)	119.089	46.337	120.757	33.341
Express-News (S)	66.986	21.588	63.909	24.607
Express-News (Sat)	31.095	—	34.575	—
Light (AD)	138.032	21.375	142.168	19.424
Light (S)	71.290	3.798	70.562	2.957
Light (Sat)	25.559	1.381	26.812	1.663
Grand Total	452.051	94.479	458.783	81.992

NOTE: Express-News All Day and Light All Day published five days a week only

SAN DIEGO, CA

Union (M)	207.877	35.598	200.578	26.111
Union (S)	106.520	530	98.000	—
Tribune (E)	215.166	38.328	205.172	27.409
Grand Total	529.563	74.456	503.750	53.520

SAN FRANCISCO, CA

Chronicle (M)	134.537	54.251	127.098	78.126
Examiner (E)	131.795	55.017	—	—
Examiner & Chronicle (S)	65.451	18.919	66.892	22.000
Grand Total	331.783	128.187	193.990	100.126

NOTE: 1986 Examiner Evening figures not available

SAN JOSE, CA

Mercury News (AD)	282.728	18.719	277.871	26.518
Mercury News (S)	111.967	—	116.591	859
Grand Total	394.695	18.719	394.462	27.377

*STATE COLLEGE, PA

Centre Times (E)	73.465	2.710	70.334	1.084
Centre Times (S)	28.915	304	29.602	466
Grand Total	102.380	3.014	99.936	1.550

NOTE: Figures supplied by publisher to Media Records

*TOLEDO, OH

Blade (E)	100.726	—	105.149	—
Blade (S)	75.980	—	74.968	—
Grand Total	176.706	—	180.117	—

NOTE: Figures supplied by publisher to Media Records

WASHINGTON, DC

Post (M)	248.439	38.111	224.065	40.137
Post (S)	121.592	22.144	119.417	19.472
Grand Total	370.031	60.255	343.482	59.609

WASHINGTON, DC SUBURBAN GROUP

Montgomery Journal (M)	59.333	697	59.882	1.446
Fairfax Journal (M)	67.992	1.420	70.164	472
Grand Total	127.322	2.117	130.026	1.918

NOTE: Montgomery Journal Morning and Fairfax Journal Morning published five days a week only

WESTCHESTER ROCKLAND, NY

Reporter Dispatch (E)	86.995	15.170	73.145	13.311
Reporter Dispatch (S)	61.367	10.824	56.452	13.024
Grand Total	148.362	25.994	129.597	26.335

WICHITA, KS

Eagle-Beacon (M)	115.343	—	110.721	—
Eagle-Beacon (S)	61.143	—	59.081	—
Grand Total	176.486	—	169.802	—

NOTE: Part run figures not available

Source: Media Records

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REPORTING METHODOLOGY

Media Records continues to measure in linage but due to the introduction of the SAU 6 column format Media Records has designed and developed a methodology with the approval of our subscribers, the INAME Measurements Committee, The ANPA/NAB Working Committee, The AAAA Newspaper Committee, and other industry groups.

The approved methodology is titled The Media Records Conversion System (MRCS) and is based upon the printed page area of each product of the newspaper and is a five step approach as follows:

1. Measure Printed Page
   Width and Depth in Inches
2. Determine Square Inches of Page
   Multiply Width by Depth Inches
3. Determine the Number of SAU Inches of Page
   Divide the Square Inches by 2.0625 (SAU Inches)
4. Measure the Total Lines of the Page
   Multiply Column Depth Agate Lines by the Number of Columns on the Page
5. Determine the Factor for Converting Measured Lines to Reported SAU Inches
   Divide the Total Lines of Page by the Number of MRCS SAU Inches of the Page

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